

A CIA Chief's Primer

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Washington—The principal characters of the 1975-76 CIA scandals have some advice for President Carter's choice to head the agency:

- Cut out the widespread use of covert operations.

- Find out what is happening in the world before it happens.

The advice comes from William Colby, who headed the CIA during the recent investigations, and the two men who directed the probes: Sen. Frank Church (D-Idaho) and Rep. Otis Pike (D-Riverhead).

Asked what they would recommend to Carter's nominee, Adm. Stansfield Turner, the three agreed in separate interviews that covert operations would no longer be tolerated by the public and are no longer necessary because of changed cir-

cumstances in the world. But they said those changing circumstances also place a premium on detecting and understanding complex international economic and political developments.

"The first thing that Admiral Turner has to do is get control of the agency itself, to be in a position to know all that is going on," Church said. "That has not always been the case. He also has to impose restraint on the cloak-and-dagger guys. There is always going to be pressure to engage in covert operations just because the apparatus is there."

Colby, who was a member of the agency since its formation in 1946 and headed it from 1973 through early 1976, talked of changes in the world situation. "It is quite different today than it was 10 or 20 years

ago," he said. "Then we were concerned with communist expansion in Western Europe and Latin America. And we were doing things to stop them. Today the communists are splintered."

Colby said that the problems the CIA must deal with today concern arms control, the interdependence of nations' economies and the relationship of North to South.

"It is the job of intelligence to know," he said. "We must be able to tell the President what a situation is and what the results of the situation will be. If something happens and we did not know it was going to happen, that is an intelligence gap."

Pike made much the same point, saying, "The basic issue is are we able to predict with some degree of accuracy what is happening in the world? And the information we gather will have to be less on purely military matters and more on things like the effect of climatology on Soviet crops or the political options of developing countries and how that might affect the availability of basic resources."

Colby and Pike both said that covert operations now are only a small part of CIA activities—only three or four per cent of the budget. Church defined covert operations as "the bureaucratic term for a whole bag of dirty tricks and misdeeds from political payoffs to assassination attempts and kidnaping."

Colby said that he agreed with Carter's decision to appoint an outsider to head the agency. "There is a need for a detached, outside view that asks the question what do we want to do with all this apparatus rather than taking the institutional view of how do we use it. An outsider can assess the needs and use the tools to meet the needs. He can ask, 'What good is it?' There is always the danger the professional just wants to use the tools."

Colby emphasized, however, that much of what a new director does depends on the President. "There are many cases in which the agency recommended against a secret operation and the President said that is what he wanted and so it had to be done," said Colby. "The operations

operations were being done on orders from the President." He was referring to the CIA's attempt to "destabilize" the regime of the late Salvador Allende before his overthrow in 1971.

Pike said that his investigation showed that the real problem of the agency was not the unchecked covert operations but the inability of the agency to analyze data. "We found that the data that the agency does get is quite good. But we also found that the analysis of that data was quite poor," said Pike. "I believe that the new director will have to put much more emphasis on the end product."

Turner will be taking over the agency after the most searching congressional investigation in the agency's 31-year history and a series of revelations about illegal activities by the agency that included not only covert operations, but mail opening and the testing of drugs on humans.

The Church-Senate investigation criticized the agency and its director for its preoccupation with clandestine operations rather than central management and the collection of information. That report said that the agency's prime mission—providing the President and top decision makers with finished intelligence reports—had been "overshadowed by the glamor of clandestine activities and the lure of exotic collection systems."

Colby said that the new director would be faced with three different jobs: managing the agency itself, coordinating the entire intelligence

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